CHAPTER 1

THE CAREER RECRUITER FORCE

This training manual (TRAMAN), along with its nonresident training course (NRTC), is designed as a self-study course of instruction for those applying for or newly selected to the Career Recruiter Force (CRF). The TRAMAN covers leadership, training, and management roles of the CRF. Most of the instruction is geared to the zone supervisor (ZS) level, with some recruiter-in-charge (RINC) level references. The TRAMAN begins with chapters dealing with people: the CRF community, training, and personnel management. Next, it covers the mechanics of recruiting: Navy recruiting station (NRS) operation and administration, marketing, actual recruiting procedures and techniques, and public affairs. The last two chapters deal with management and analysis systems: visits, inspections, and meetings. The order of the TRAMAN reinforces the CRF belief in putting people first, mechanics second, and finally, analysis to find out what mechanics your people need help with.

This first chapter is an introduction to the CRF. It is important to understand the concept, development, and structure of the Force to fully appreciate your membership in this elite organization. In this chapter we give you a brief history of the Force and how it came to be with some important milestones that have occurred in its history. We then give you the assignments available to members of the Force. After that, we describe the knowledge and skills that are required by CRF personnel. Then we give you a brief description of the recruiting command organization touching on the various duties and programs of the departments and personnel.

DEVELOPMENT OF THE CAREER RECRUITER FORCE

In the following paragraphs we explore the purpose, history, selection, and scope of the CRF. As you trace the steps of CRF development, you will better understand the responsibilities of career recruiting.

PURPOSE

The CRF was created to develop a cadre of exceptional recruiting managers to provide consistency and leadership to the recruiting effort. Let's take a look at what that charter means to us.

Cadre

Webster defines cadre as a small unified group organized to instruct or lead a larger group; a nucleus; an operational unit of key personnel around which an expanded organization can be built. As a member of the CRF, you are the nucleus of the recruiting business. You provide the framework for the entire organization.

Consistency

The word *consistency* has a twofold meaning and both apply well to our purpose. First, conformity; we all want to be doing business the same basic way. The recruiters have a right to expect their direction and training to have a common thread and be based on the same basic principles. Consistency also means the condition of holding together. Therein lies another CRF responsibility. By virtue of continued tours in recruiting, we provide the corporate knowledge and experience to hold our team together.

CRF HISTORY

Although relatively new to the Navy, the CRF has already had its share of historic events. Starting with a small group of dedicated recruiters, the CRF has grown to an elite organization of recruiting leaders.

Approval by the Chief of Naval Personnel

With the advent of the all-volunteer force, the recruiting command recognized the need for a stable force of recruiting managers. The Chief of Naval Personnel (CHNAVPERS) approved the formation of the CRF on 9 January 1978 and dedicated 750 billets in paygrades E-6 through E-9 to the CRF. The CRF was to make up 25 percent of the recruiting strength.

The First CRF Board

The Commander, Navy Recruiting Command (COMNAVCRUITCOM or CNRC) held the first CRF selection board 25-29 April 1978. The board selected 44 proven recruiters to become the first CRF. Originally, selectees remained in their respective ratings and maintained a sea/shore rotation.

CRF Converts to Navy Counselor

In fiscal year 1980, all CRF members converted to the Navy Counselor (NC) rating. CHNAVPERS split advancement quotas for fleet and recruiting NCs.

CRF Academy

The CRF Academy began classes in 1989 at the Navy Recruiting Orientation Unit (NORU), then in Orlando, Florida. The first director of the CRF Academy, NCCM C.L. "Roy" Harscher, designed the curriculum to train the trainers and reinforce the consistency and leadership skills of our cadre. The monumental task of graduating all previous CRF members was completed in 1992 after NORU moved to the Naval Air Station, Pensacola, Florida. All new CRF selectees must successfully complete the 6-week CRF Academy before rating conversion.

CRF Examination

In January 1993, CRF chief candidates competed in the first advancement examination specifically written for the CRF. This step further refines our force and guarantees that the best possible candidates advance in rate.

CRF SELECTIONS

CRF selections consist of proven volunteer recruiters who will fill key middle management billets. CRF selectees must possess a thorough knowledge of recruiting techniques and management systems as well as a proven record of successfully imparting that knowledge to others.

CRF Selection Board

The CRF selection board meets three times each year in March, July, and November. Board members carefully screen each application looking for the right combination of leadership skills and recruiting abilities.

Application Procedures

A NAVADMIN message issued 3 months before each board provides current eligibility criteria and application procedures. The *Enlisted Transfer Manual,* NAVPERS 15909D, gives general requirements and initial assignment policy.

Considerations

Whether thinking about the CRF for yourself or recommending others, you need to give careful consideration to the arduous and often very independent nature of recruiting duty. Once selected, members are expected to remain in the CRF for the remainder of their careers. Consider the number of years you or your subordinate expects to remain on active duty. Then, decide if the stressful pace of recruiting can be endured for that length of time. Other considerations include loss of sea time/pay, few opportunities to work on warfare qualifications, and advancement opportunities compared to the current rating. This is not meant to deter any qualified individual from application; however, it is not a commitment anyone should make lightly.

SCOPE OF THE CAREER RECRUITER FORCE

COMNAVCRUITCOM never filled the original 750 CRF billets due to stringent selection criteria. By 1993, CHNAVPERS had reduced the CRF to 576 billets.

As a CRF member, you may feel tasked to fill the shoes of a doctor, lawyer, counselor, marketing analyst, arbiter, or a myriad of other highly technical occupations. This cacophony of career callings can be tuned to a triad of responsibility:

- Leader. As a leader, you will provide motivation and inspiration by providing your troops with a role model for personal and professional conduct.

- Trainer. As a trainer, you will train by example as well as formal instruction.

- Manager. As a manager, you will use various marketing and analysis systems to determine training needs and leadership techniques.

Look at figure 1-1. A CRF member must be a leader, trainer, and manager. The inverted triangle emphasizes the concept that leading and training your people can minimize the need for managing your systems.

CRF ASSIGNMENTS

Let's take a look at the actual assignments available within the CRF community and some of the requirements of the positions.
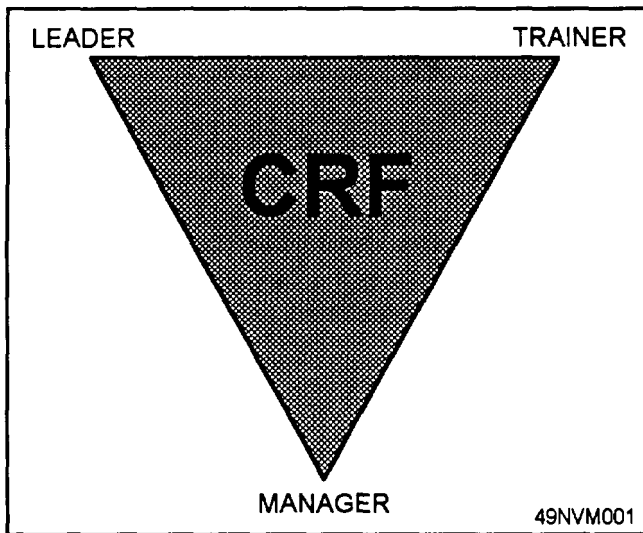
Figure 1-1.–The Career Recruiting Force member must be a leader, trainer, and manager.

RECRUITERS-IN-CHARGE OF LARGE STATIONS

CRF selectees must have already exhibited leadership in a RINC position. E-6 and E-7 CRF members should be able to effectively run stations with three to four recruiters assigned.

RINCs are required to complete RINC recruiter qualification standards (RQS) and to attend a RINC course conducted by the Navy Recruiting Area (NRA).

ZONE SUPERVISORS

ZSs train RINCs and coordinate all functions of the recruiting stations assigned. They are responsible for using all assets to meet assigned goals.

CRF personnel in paygrades E-7 and E-8 should be able to effectively lead a zone. ZSs must be graduates of the CRF Academy, complete ZS RQS, and have successful RINC experience.

CHIEF RECRUITERS

Chief recruiters (CRS) train ZSs, special program recruiters, and district trainers (DTs). They are responsible for using all assets to meet the NRD goals.

CR candidates must be E-8s or E-9s and be recommended for the position by their NRD commanding officer (CO) and area commander (AC). They must have a minimum of 3 years of experience as a ZS or a combination of 3 years as a ZS, Area trainer, NORU instructor, Mobile Inspection Training Team (MITT) inspector, or CNRC staffer. They must graduate from the CRF Academy and successfully complete the CR course at NORU. Candidates must spend 10 working days at their current NRD headquarters (or closest NRD headquarters for off-production personnel) for hands-on training and experience before their certification board. The 10 days do not have to be consecutive, but should be on days where they may participate in evolutions outside their normal scope of responsibility. A CR board will determine their final qualification. Upon certification by the board, members are eligible for assignment to a CR billet. Those not certified by the board must wait a minimum of 3 months to re-board. E-9 selectees must attend the CR course within 2 years of their selection date.

AREA COMMAND MASTER CHIEFS

Area command master chiefs (ACMCs) must be E-9s and have CR experience.

CNRC COMMAND MASTER CHIEF

The CNRC command master chief (CMC) is selected personally by COMNAVCRUITCOM.

NORU BILLETS

The CMC at NORU must be an E-9 with ACMC experience. The MITT chief inspector must be an E-9 with CR experience. Instructor billets at NORU are for E-7 through E-9 members with ZS experience.

OTHER CRF BILLETS

Other billets available to the CRF community include the following:

● Director of the Exhibit Center, an E-9 billet

● CNRC staff billets for E-7 through E-9 with ZS experience

● Directors of Navy recruiting processing stations (DNRPSs)

● The exam and TRAMAN writer at the Naval Education and Training Program Management Support Activity (NETPMSA) for an E-8 or E-9 with ZS experience

- Assistant for Recruiting and Retention Programs at the Bureau of Naval Personnel (PERS 2331) for an E-8 with ZS experience

- CRF detailer, an E-9 billet

- Recruit quality assurance team (RQAT) billets for E-6 through E-9

- Area trainer billets for E-7 and E-8 members with ZS experience

- Officer program recruiters for E-7 through E-9 members

NOTE: Descriptions for NRD, NRA and the CNRC billets are listed at the end of this chapter.

KNOWLEDGE AND SKILLS REQUIRED BY CRF PERSONNEL

CRF members face unique challenges. Their personnel are often scattered over a large geographical area. Their team members must perform outside their normal job descriptions to fulfill goals far removed from their usual occupations. To meet these challenges, CRF members must have a thorough knowledge of recruiting techniques and administration as well as leadership and management skills.

LEADERSHIP

Leadership is the art of influencing people to progress toward the accomplishment of a goal. As an art, it cannot be completely taught from a textbook. Leadership consists of intellect, understanding, and moral character, qualities that will help you to inspire and motivate your troops to do their very best.

Leader - A Reputation

Recruiter-in-charge, zone supervisor, chief recruiter– these are only job titles. The Navy can put you in charge but it cannot make you a leader. That is up to you. "Your job title is just a label. 'Leader' is a reputation... and you have to earn it. " This quote was taken from *Business as Unusual - The Handbook for Managing and Supervising Organizational Change* by Price Pritchett and Ron Pound.

Level With Your Recruiters

Open and honest dealing with all your people protects your integrity. It's up to you to build trust. Your recruiters have a right to know what's going on and that they can handle it. It's important to remember that these are senior petty officers who have handled large responsibilities before their recruiting assignment. To expect them to operate in the dark without being shown the big picture is demoralizing.

Senior Subordinates

You may find yourself in the position of having a subordinate who is senior to you by paygrade or time in service. This situation may feel awkward at first but can be rewarding when handled correctly. Keep in mind that although new to the recruiting environment, senior individuals can share a wealth of leadership and management expertise. So, give them credit where credit is due. Ask for their help and opinions. Try to expedite their training so they can gain confidence in their recruiting skills and move on to greater responsibility.

Upper Management Liaison

With upper management geographically removed, you may need to assume greater responsibility than those with a centrally located command. Remember, problems and solutions are best handled at the lowest level possible. Without overstepping the limits of your authority, make decisions based on your firsthand knowledge of the situation. Many problems must be relayed up the chain of command. Prepare your recommended solutions before you make the call. If you need advice before recommending a solution, gather all the background information beforehand.

Liaison works both ways. You will frequently need to pass on new policies and directives to your subordinates. If the information is in the form of a written directive, by all means give the source. However, if you are passing on an order, the source should become you. "The CR says we have to," and "the EPO wants to see. . ." are leadership copouts. Take ownership and responsibility.

Don't Give Up Your Power

A good chief recruiter will create a certain amount of command-instilled aura to enhance the CRF community's image of elite professionalism. It is up to you to live up to that image. Your team needs to know

you have a certain amount of power, not over them, but for them. Constantly fleeting problems up the chain or not supporting your troops will result in a loss of your power. Loss of that power amounts to losing owner-ship. Being decisive and taking total responsibility for your station or zone gives you power – you need to gain the confidence and trust of your team as well as your superiors. Keep in mind that, once you give up your power or ownership, it's pretty tough to get it back. To illustrate the point consider the following situation:

Two zones in an NRD missed goal last month. The CR asked both ZSs what had happened.

● Chief Small said his recruiters just got lazy and didn't prospect enough. He said he kept telling them they were behind, but they didn't listen. Chief Small said he really could use some good RINCs.

● Chief Good said she had been a bit too late in identifying training needs in two stations. She said she had already rectified the problem and would be following up weekly until they were back on track. She also told the CR that she had implemented a tickler system to monitor training needs and make sure this problem would not happen again. Chief Good said her zone was motivated and ready to meet the new month's goal.

Chief Small did not accept the responsibility for missing goal. By blaming his subordinates, having no plan of action, and admitting his lack of leadership ability, he gave away his power. Chief Small forced the CR to take control and direct the course of action for the zone.

Chief Good, on the other hand, did accept responsibility for her zone. She was already enacting a solution and had taken steps to make sure the problem did not recur. The CR could trust that Chief Good was on top of the situation and allow her to keep control of the zone.

You Will Set the Tone

As a recruiting supervisor, you will set the tone for your folks. They will look to you as the seasoned professional to let them know what is important. Remember, you get what you inspect, not what you expect. Be involved. Be positive. If you believe, they can believe.

MOTIVATIONAL SKILLS

Recruiting supervisors must understand what motivates their people and how to increase that motivation to be successful. Some textbooks tell us there are three types of motivation: hammer, carrot, and internal.

Hammer

The hammer method is motivation based on the subordinate's fear of retribution. There are times when a hammer method can serve as a short-term attention-getter. It can only work in the short term because it has such a negative impact on attitude. Recruiting is a job that requires a positive mental attitude. The hammer method does nothing to promote positive attitudes. Before using the hammer method, think of the result. Will there be a benefit in the long run?

Carrot

The carrot method of motivation consists of rewarding good behavior. Recruiting is replete with awards that contribute to carrot motivation. They are motivators for the award recipient as well as those who may envy the recognition. Carrot motivation can be as simple as saying "Well done" or patting a person on the back. Even positive motivators, however, have their limits. What happens when the "love me" wall is full? When recruiters attain all the awards that are available, they may tend to lose motivation and momentum.

Internal

Many people believe the only true motivation is internal motivation. It must come from within the individual. So, if the only effective, long-term motivation is internal, what can supervisors do to motivate their personnel?

Our job is to stir up the internal fires, encourage, and help every individual to find that internal "go" button that will make them successful. One motivational speaker compared motivating others to stoking a fire. When a fire has died down to just a few hot coals, you take a few healthy jabs with a poker. Pretty soon, without having added anything at all, you have a nice roaring fire again. Recruiting supervisors need to be fire stokers.

Motivating the Personnel at a New Zone or Station

When you take over a new station or zone there is a heightened level of concern and anxiety. Members of the staff tend to put their best foot forward as they evaluate you and your methods. Within reasonable limits, this increased concern can motivate them to better performance. So don't restabilize too quickly. It's not necessary to reassure them that you're a good guy right off the bat. You have their attention — and that's good. As one NRD CO said, "Don't smile till Christmas."

Learn to Make People Want to Do Better

Recognize individual wants and needs and show your people how doing better is a real benefit to them. Sound familiar? Motivation and sales are a lot alike.

Encourage Risk Taking and Initiative

Part of motivating your people is to encourage them to take initiatives even at the risk of failing. To set up a conducive environment, you must be tolerant of mistakes and intolerant of inertia. The only wrong action is no action. Recruiting is not a cut-and-dried business. New ideas are crucial to keep us competitive in today's markets.

Different Motivational Tactics for Different People

We need to be constantly aware of the differences between people. You should change or modify motivational techniques for different personalities. Not all your folks are going to respond to the same catalyst.

KNOWING YOUR PEOPLE

We are in the people business. You blueprint prospects during the conversation step of the sale to determine how the Navy can help them. You also need to blueprint your recruiters to determine how you can best help them be successful. Now, we're not advocating sending out questionnaires or filling in a prospect card. Just talk to your recruiters, ask questions, and most importantly, listen.

Strengths and Weaknesses

You must know the strengths and weaknesses of your assigned recruiters. You will need this information when planning training and making task assignments. Recognize your recruiters' strengths as assets and use

them to help others. Most recruiters' weaknesses can be overcome by training and motivation. You must acknowledge some, however, as limitations that are inevitable. Weigh these limitations when recommending assignments.

Goals and Aspirations

All recruiting supervisors should be aware of their recruiters' goals and aspirations. You cannot set goals for them, but you have the responsibility to encourage and educate them. You should know what goals they have set for themselves as far as awards, qualifications, billet assignments, and advancement. It is up to you to show them how to best achieve their goals.

Ideals and Convictions

Knowing your people includes understanding what is important to them. What are their ideals? What convictions do they have? This information is important if you are to afford them the proper respect and consideration they are due. Open and sincere discussions with your people with some keen observations will answer these questions.

TEAM BUILDING

We cannot overemphasize the need to build a team instead of just running a station or zone. The saying, "United we stand, divided we fall," is a proven fact in recruiting. Results are always better when you have many working toward a common goal than they would be if everyone is working independently. In recruiting, teamwork can make the job a lot more enjoyable as well as fruitful. To build a team, it's useful to take a look at the normal stages of team growth.

Stages of Team Growth

Every group goes through the following stages as they form and develop:

● Forming. In this stage the group is checking out the situation, the leader, and each other. Everyone is getting to know one another. Questions abound. Small groups within the whole group often form. Camaraderie begins.

● Storming. Human nature dictates that we will see how far we can go. During the storming stage, members of the group will often test the leader to determine limits of accepted behavior. There may be

some initial rebellion or challenging. Squabbling between members may occur. Expect this stage and prepare to meet the challenge.

● Norming. During this stage, the group settles down into a routine. The group establishes roles and accepts behavioral limits.

● Performing. This stage is the goal of team building. The group can now operate efficiently as a team and we can "take care of business."

● Mourning. After a team has been successful for a time, a mourning stage may set in. This phenomena is one to watch out for. Attitudes may start to decline. Members may wish for the way it used to be and become discontented. You need to recognize the onset of the mourning stage and immediately implement motivational techniques to bring your team back to the performing stage.

Ingredients for a Successful Team

Successful team building does not just happen. The supervisor must be responsible for bringing the right ingredients together to attract the membership. The right ingredients are listed in the following paragraphs.

CLEAR TEAM GOALS.– All members of the team must understand exactly what goals the team is striving to meet. In recruiting, we have established goals from the district. The team must also have its own goals. These may include competition, training qualifications, advancements, attaining NRD goals so many months in a row, or any other mutually agreed upon goal.

IMPROVEMENT PLAN.– Every team needs a plan for improvement. These may be formal plans of action and milestones (POA&Ms) or informal team commitments; for example, our team will strive to increase market identification by 4 percent each month. Whatever format the plan takes, all members of the team must understand their role in its accomplishment.

WELL-DEFINED ROLES.– Every member of the team should understand exactly what role they are filling in the scheme of recruiting. In addition, they should understand each other's roles and how they interrelate. Your role as supervisor must be especially well defined. It is easy to let military protocol relax in the recruiting environment. Be careful not to let your role diminish in office camaraderie.

CLEAR COMMUNICATION.– The most important ingredient of all is clear communication. Keep all channels open. Not only do you want to convey clear, concise messages to your team, you also want to keep the door open for communication and feedback. We will discuss communication skills in more detail later in this chapter.

HELPFUL TEAM BEHAVIORS.– Earlier we discussed the team's conforming to accepted behaviors in the norming stage. You may need to remind team members of acceptable behaviors from time to time. Some behavioral practices that will help your team run smoothly include using courteous conversation practices, seeking opinions and input, sharing responsibility, compromising in resolving differences, employing creativity and candidness, and accepting and delivering praise and critiques. These behaviors may be most noticeable in a meeting environment, but you should monitor them in all team interactions.

WELL-DEFINED DECISION PROCEDURES.– Be up front about decisions. Let members know what decisions they are supposed to make and what decisions should be forwarded to you. Have an established method of resolving differences. Let the team know in advance what is negotiable and what is not.

BALANCED PARTICIPATION.– You may find balanced participation difficult in the recruiting environment when some recruiters will always write more contracts than others. Participation is not limited to production. Make sure all team members participate in activities that will benefit the whole team. Encourage all members to participate by providing training and input at meetings and during discussions.

ESTABLISHED GROUND RULES.– It is extremely important when taking over a new station or zone that you set up ground rules as soon as possible. Let the team know what you expect in the way of performance and behavior. Everyone should understand the rules and the consequences.

AWARENESS OF THE GROUP PROCESS.– All members need to be aware of what is going on in the team. Keep the communication flowing. Pass on successful ideas and tactics. Let all team members know about the new triumphs within the team. That first Gold Wreath award, RQS qualification, or Station of the Month award are all examples of recognition to share with the team.

THE SCIENTIFIC APPROACH.– When solving a problem or choosing a course of action, use the scientific approach. Collect meaningful data, identify the root causes of the problem, develop an appropriate solution, enact your plan, and make any needed changes.

Pay Attention to Your People to Pump Up Morale

Morale is a prime key to recruiting success. Recruiters need to be feeling good about themselves and their organization to sell prospects on the Navy. The best way to enhance your team's morale is to pay attention to the individuals who make up the team.

MAKE THEM FEEL VALUED.– Recognize the successes of your team members, even the little ones. Let them know you value their contribution to the team.

HELP THEM DEVELOP A SENSE OF BELONGING.– Draw the quiet members into discussions by asking for their opinions and ideas. Use language that emphasizes their membership in the team, such as "our zone."

GIVE THEM A CAUSE.– To establish a "cause," you must build enthusiasm. You can start with a few key players and watch the enthusiasm build until it has an energy of its own.

RALLY THE TROOPS AROUND A SPECIAL GOAL. – When the team puts its combined efforts toward a common goal, morale naturally escalates. With few exceptions, team members want to see the team be successful and will do more toward that end than they would on their own.

FOCUS ON SHORT-TERM GOALS.– There is a great benefit in seeing short-term goals achieved. Everyone needs some small successes to keep them motivated for the long term. Setting short-term goals maintains the interim momentum and pumps up the enthusiasm. Achieving short-term goals helps to build the confidence needed to go the long distance. They can also be extremely useful in restoring momentum during those lulls in productivity that may occur.

ORGANIZING

The recruiting supervisor is responsible for a myriad of duties and must often cover a large geographic area. These responsibilities require a considerable amount of organizational skill. Prioritizing time and delegating some duties are key elements in the art of organization.

Prioritizing Time

When deciding where or with whom to spend valuable training time, remember that those making the most noise should not necessarily get the most attention. Listen carefully and prioritize based on what you really hear, not how often or how loud you hear it.

Avoid getting into the fire-fighting mode. You can become sidetracked by low-priority issues and waste a lot of time and energy with very little payoff.

Keep in mind that the last assignment is not necessarily the most important. You can easily become overwhelmed if you get in the habit of dropping everything for whatever is the most current problem. You also need to be very clear when giving assignments. Let others know what priority the assignment has and when you expect it to be done.

Delegating

Delegating duties is a necessity in your job as a recruiting supervisor. It will keep you from becoming overcommitted. Delegation should be a part of your on-the-job training (OJT) program to prepare others for additional responsibility. Delegating duties gives the recruiters a sense of involvement, adding their participation and influence to a bigger picture. Most people will be more committed to carrying out decisions that they helped to make. As with delegating, we can only delegate the duty, not the responsibility. Follow up on all delegated duties, giving praise or additional training where needed.

COMMUNICATION SKILLS

Without clear, concise communication skills our other skills would wilt on the vine. No other skill can be effective without it.

Elements of Communication

The basic model for communication includes a sender (the person giving the message), a receiver (the person the message is intended for), and the message itself. If those three elements were all there were to the communication cycle, miscommunication would not be a problem. However, standing between the sender and receiver there can be a host of interceptors that may garble a message. Filters may detract from the original intent of the message. Barriers may block part of the message acceptance. To complete the communication
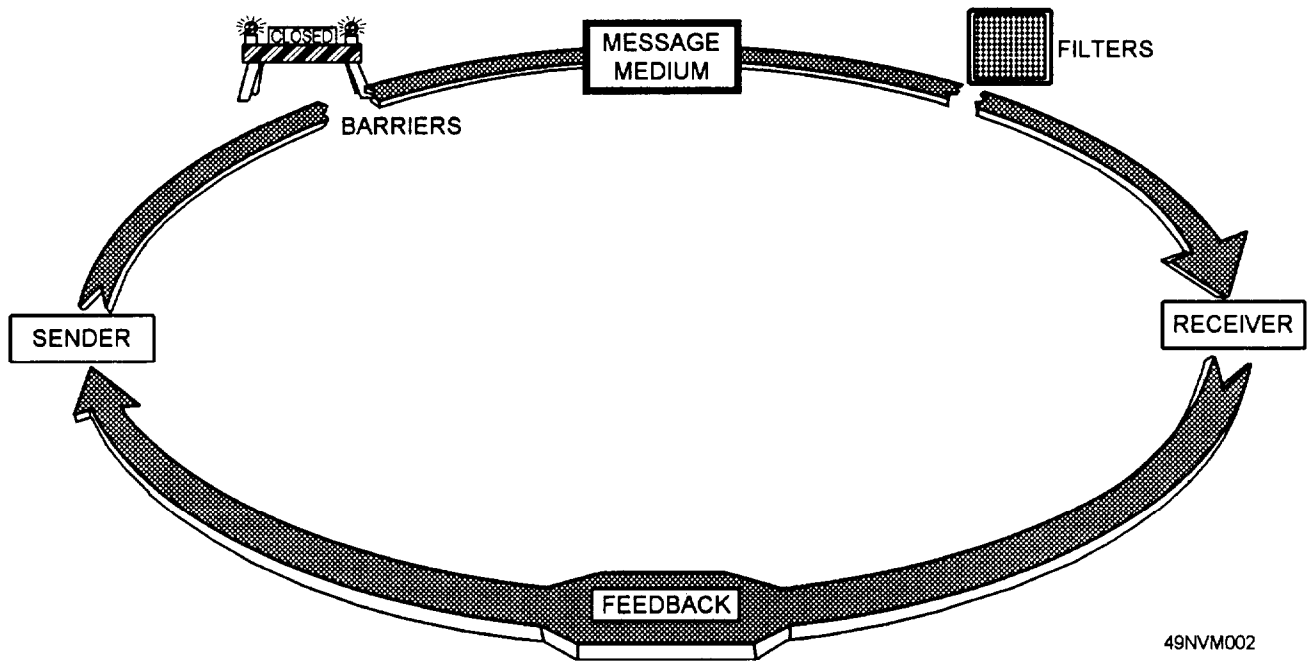
Figure 1-2.–Feedback completes the communication cycle.

cycle and minimize the interceptors' interference, you must complete the communication cycle. Get feedback from your message receivers to make sure what they heard is what you meant to say. Figure 1-2 illustrates the communication cycle.

Provide Opportunities for People to Ventilate

Recruiting can be a frustrating business. Sometimes your folks will just need to blow off a little steam. Be a good listener. Show empathy but not sympathy.

Create a Supportive Work Environment

Try to shape behavior instead of constantly grading it. Be a coach to your recruiters instead of a judge or umpire. An example of this would be that instead of saying, "Your phone power is dry and boring," you might say, "Try another phone call and this time smile. I'll bet your enthusiasm will get that appointment you're looking for." Make it easy for your recruiters to ask questions without feeling incompetent. A supportive work environment is essential for keeping the lines of communication open.

Communicate Within the Chain of Command

Whether you are the sender or receiver, be sure to use the proper chain of command. Be supportive of higher management levels. As part of the management team, you are responsible for "selling" changes and policy from above. Be just as supportive of your recruiters and/or RINCs. You are also responsible for selling them to those above.

INSTRUCTING

Every CRF member must instruct, both informally through OJT and formally through required training. Keep up to date on all recruiting matters. Practice and refine your instructing skills. Chapter 2 gives detailed direction in lesson planning and delivery. Use show-and-tell methods whenever possible. Not only is it a more effective teaching technique, the show-and-tell method will also increase the confidence and respect your subordinates have in your abilities.

PROBLEM-SOLVING/ANALYTICAL ABILITY

As with any supervising job, your ability to analyze and solve problems will directly correlate to your success. When you are faced with a problem, it is best to use a scientific approach.

Collect Background Data

Find out everything related to the problem that you can. Determine who, what, when, and where. Approach

this step the same way you would if you were blueprinting an applicant.

Identify the Underlying Causes of the Problem

Be careful that you don't identify a symptom instead of a cause. Dig deep to find out the real reasons. There may be more than one cause contributing to the same problem. You may find this step correlates to smoking out objections during a sales presentation.

Develop Appropriate Solutions

This may be a simple required action to correct the problem immediately or a plan of action that will require implementation over time. You may need to develop a combination of several actions for more complicated problems.

Plan and Make Changes

People don't resist change as much as they resist being changed. If you involve people in your problem solving from the beginning, letting them share in the process, they will most likely actively carry out the agreed-upon changes.

Follow Up and Adjust Your Plan

Always give your plan time to prove itself, but be flexible enough to refine it, when needed.

RECRUITING COMMAND ORGANIZATION

As a member of the CRF, you have a vital role in support of the recruiting command mission. To understand and fulfill your role, it helps to have the "big picture" and see the overall organizational structure. The following paragraphs give a brief description of the duties and responsibilities performed by individuals in the recruiting command organization.

COMMANDER, NAVY RECRUITING COMMAND HEADQUARTERS

The commander has an extensive executive staff as well as six departments at the headquarters. Figure 1-3 shows how COMNAVCRUITCOM headquarters is organized.

Executive Staff

The commander's staff includes an executive assistant, aide, flag writer, administrative assistant, command career counselor, and headquarters master chief. The deputy commander, command master chief, inspector general, national recruiting district assistance council (RDAC) coordinator, and special assistant billets are described in the following paragraphs.

DEPUTY COMMANDER.– The deputy commander is the principal assistant and advisor to CNRC and assumes the responsibilities of the commander in the commander's absence.

COMMAND MASTER CHIEF.– The CMC, formerly the force master chief, is the senior enlisted member of the Navy Recruiting Command. The CMC serves as the personal advisor to and representative of the commander in personnel welfare, morale, recruiting programs and aids, recruiter conferences, and specific problem areas affecting overall recruiting effort.

INTEGRITY AND EFFICIENCY/INSPECTOR GENERAL.– The inspector general's office covers quality assurance, internal reviews, and investigative reviews. The recruit quality assurance team and all congressional correspondence fall under the inspector general's purview.

RECRUITING DISTRICT ASSISTANCE COUNCIL COORDINATOR.– The RDAC national coordinator and the RDAC program manager are responsible for coordinating the efforts of the district RDACs.

SPECIAL ASSISTANTS.– Special assistants for public affairs, financial management, minority affairs, legal affairs, and marketing advise the commander in their respective areas of responsibility.

Personnel and Logistics Department (Code 10)

Code 10 plans, directs, and coordinates all military and civilian personnel functions for headquarters and the field, supply and constraint responsibilities, space acquisition, leased vehicle and housing programs, coordination of organizational changes, and processing of all initial Navy commissioning documents.

DIRECTOR, PERSONNEL DIVISION (CODE 11).– Code 11 provides personnel management and support services to headquarters and field activities,
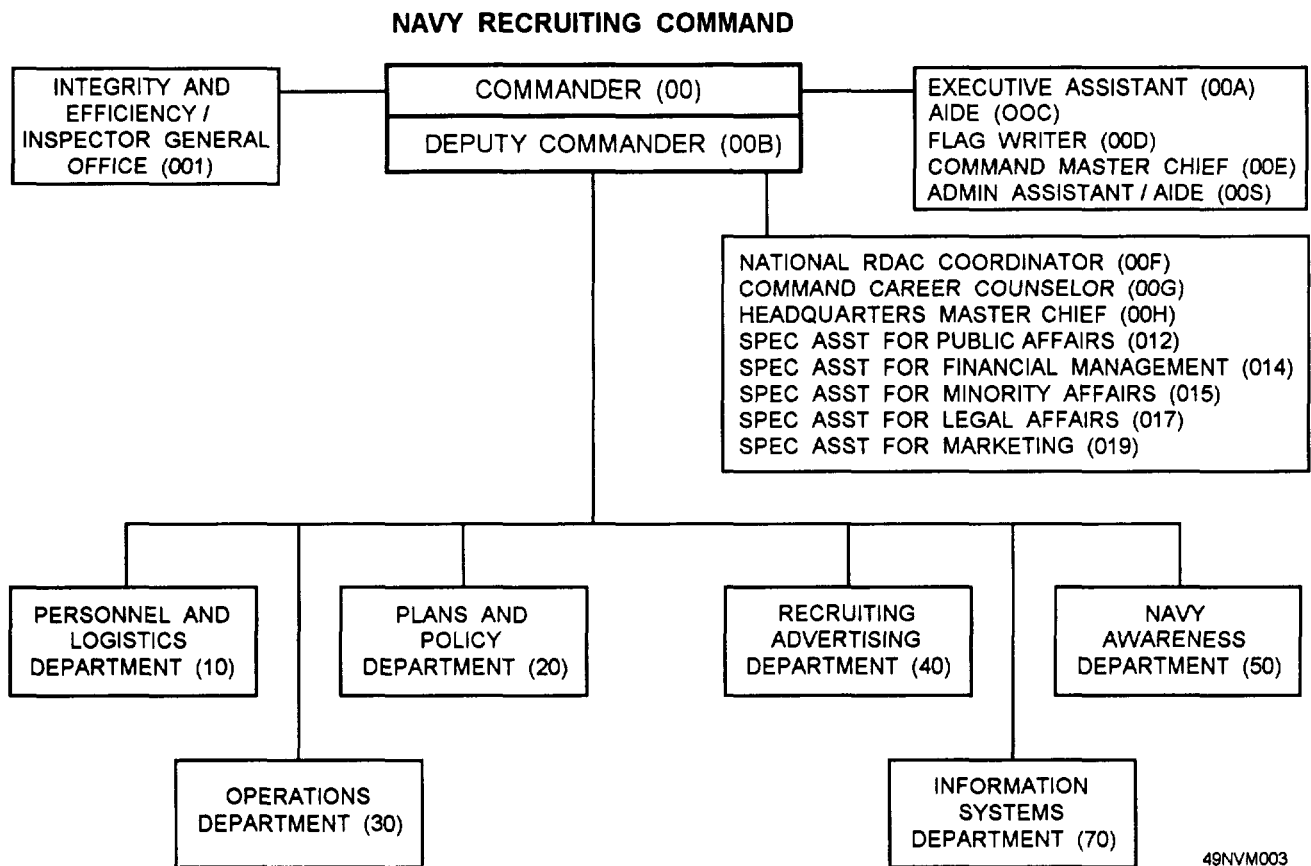
NAVY RECRUITING COMMAND

Figure 1-3.–Navy Recruiting Command staff organizational chart.

including billet control and distribution, distribution of military personnel, liaison with area personnel support activities for headquarters military personnel, and management of recruiting assistance programs to return Navy personnel to their home areas to assist local recruiters in attracting quality applicants for Navy programs and provide senior minority recruiting assistance to recruiting.

LOGISTICS (CODE 12).– Code 12 conducts supply and contracting functions for COMNAVCRUITCOM headquarters and provides guidance and direction in these matters to field activities.

Plans and Policies Department (Code 20)

Code 20 develops plans in support of the recruiting policies established by higher authority. Code 20 also maintains liaison with higher authority regarding policy development.

POLICY (CODE 21).– Code 21 develops policy as necessary in matters of officer and enlisted recruiting.

RESEARCH AND ANALYSIS (CODE 22).– Code 22 is responsible for coordinating research programs initiated by the Navy Recruiting Command. Code 22 conducts market analysis, recommending goal and resource allocation for long- and short-range proposals. This code provides Standardized Territory Evaluation and Analysis for Management (STEAM) data in the form of the ZIP Code Market Analysis Report to Areas and districts.

Operations Department (Code 30)

Code 30 manages programs for the recruitment of enlisted, officer, and reserve candidates. The operations department establishes standards of recruiter performance and monitors field productivity and training programs. Code 30 interfaces with other recruiting services and the Military Entrance and Processing Command (MEPCOM).

OFFICER PROGRAMS (CODE 31).–Code 31 implements and manages the recruitment of qualified applicants for all officer and officer candidate programs.

ENLISTED PROGRAMS (CODE 33).– Code 33 manages programs for enlistment and reenlistment in the Regular and Reserve components of the Navy.

TRAINING AND FIELD SUPPORT (CODE 34).– Code 34 manages programs for standardization of all field training following Recruiting Officer Management Orientation (ROMO)/Enlisted Navy Recruiting Orientation (ENRO). Code 34 writes the enlisted RQS instruction, *The Science and Art of Navy Recruiting Manual,* and makes major input to other directives concerning enlisted recruiting.

Recruiting and Advertising Department (Code 40)

Code 40 plans, coordinates, and directs all advertising for Navy recruiting. Code 40 develops, procures, and distributes all advertising material used in Navy recruiting. This department manages the Navy Opportunity Information Center (NOIC)/National Lead Tracking System (NALTS)/National Navy Recruiting Information Center (NNRIC) activities and Public Service Advertising (PSA) administration and analysis. Code 40 also will provide personalized PSA radio and TV spots to local recruiters just for the asking.

Navy Awareness Department (Code 50)

Code 50 develops, plans, coordinates, and implements community/fleet relations programs and promotional plans programs. Code 50 provides public affairs guidance to field elements of the command, manages the Sea Power Presentation program, and provides Navy awareness resources (exhibits, printed material, audiovisual presentations) to recruiting field activities. This department also maintains liaison with medical, educational, vocational, and youth organizations.

PUBLIC AFFAIRS (CODE 51).– Code 51 deals with community relations and publishes the *Navy Recruiter Magazine.*

FIELD SUPPORT/EDUCATION (CODE 52).– Code 52 coordinates youth programs, referral support, exhibits, and conventions.

Information Systems Department (Code 70)

Code 70 provides the command with automated data processing (ADP) and office information systems to support the management of recruiting functions in the field and at headquarters.

COMMANDER NAVY RECRUITING AREA STAFF

The AC is responsible for fulfilling the recruiting mission assigned to his or her Area. The AC organizes efforts to make sure quantitative and qualitative goals are met or exceeded. Figure 1-4 shows the Area organizational structure.

Area Deputy Commander

The Area deputy commander (ADC) assists the AC in both enlisted and officer recruiting matters.

Area Command Master Chief

The ACMC is the senior enlisted advisor to the AC in all matters concerning enlisted recruiting. The ACMC trains the district CRs.

AREA TRAINING COORDINATOR.– The Area training coordinator (ATC) develops and carries out a comprehensive and vigorous training plan on an areawide basis.

AREA ASSISTANT TRAINING COORDINATOR.– The Area assistant training coordinator (AATC) assists the ATC in performance of assigned duties.

Area Recruiting District Assistance Council

The Area recruiting district assistance council (ARDAC) members assist One-Navy recruiting by joining together the many talents available in Navy-related organizations, the civilian community, and the Naval Reserve at the Area level.

Area Chief Staff Officer

The Area chief staff officer (ACSO) assists and advises the AC on the overall functions, control, and coordination necessary to carry out the assigned mission, The ACSO acts as the AC in his or her absence.

AREA EDUCATION SPECIALIST.– The Area education specialist (AES) is the principal advisor on liaison with the civilian education community. The AES trains the district education specialists and acts as a member of the STEAM team.

AREA SYSTEMS ADMINISTRATOR.– The Area systems administrator (ASYSAD) ensures the efficient
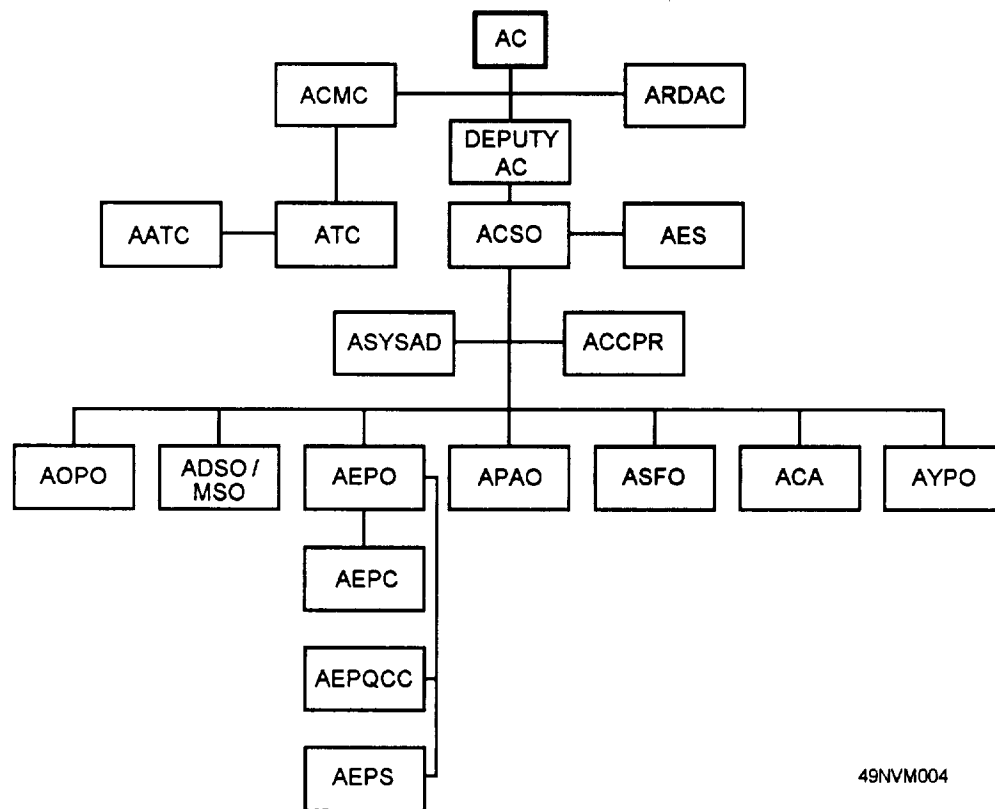
Figure 1-4.–Navy recruiting Area organizational chart.

and proper use of all microcomputer equipment and software with the Area.

AREA CHAPLAIN CORPS PROGRAM RECRUITER.– The Area Chaplain Corps program recruiter (ACCPR) is responsible for Chaplain Corps recruiting within the Area and represents the Navy Officer Chaplain Corps to prospects, educators, and organizations that are influential among potential applicants.

AREA OFFICER PROGRAMS OFFICER.– The Area officer programs officer (AOPO) is the department head for the Area officer programs department.

AREA ADVERTISING SYSTEMS OFFICER/ MARKETING SUPPORT OFFICER.– The Area advertising systems officer/marketing support officer (ADSO/AMSO) is the advisor on all aspects of marketing techniques and factors that may affect the Area gosling policy and personnel distribution. The AMSO coordinates advertising activities, marketing operation planning, and STEAM preparation and analysis.

AREA ENLISTED PROGRAMS OFFICER.– The Area enlisted programs officer (AEPO) is the department head for the Area enlisted programs department.

Area Enlisted Programs Coordinator.– The Area enlisted programs coordinator (AEPC) acts for the AEPO in his or her absence. The AEPC troubleshoots enlisted programs management and conducts in-depth studies as directed by the AEPO.

Area Enlisted Programs Quality Control Coordinator.– The Area enlisted programs quality control coordinator (AEPQCC) maintains liaison with the district enlisted programs officer (EPO) and enlisted processing division supervisor (EPDS) for coordination of waiver processing procedures, authenticity, and completeness of preenlistment kits. The AEPQCC trains and assists the EPDS in quality assurance and acts as processing control coordinator for waivers and investigations of alleged enlistment processing irregularities.

Area Enlisted Programs Statistician.–The Area enlisted programs statistician (AEPS) is responsible to the AEPO for collecting and compiling all statistical data about enlisted recruiting.

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AREA PUBLIC AFFAIRS OFFICER.– The Area public affairs officer (APAO) coordinates and advises on Area and district internal, community, and media relations programs.

AREA SUPPLY/FISCAL OFFICER.– The Area supply/fiscal officer (ASFO) is responsible for the proper budgeting, accounting, and administration of the operating budget for the Area. The ASFO manages distribution of vehicles to NRDs and Area staff and manages the recruiting facilities program.

AREA CHIEF ADMINISTRATOR.– The Area chief administrator (ACA), as the administrative department head, is responsible for preparation and control of correspondence and effective use of assigned officer personnel and equipment.

AREA YOUTH PROGRAMS OFFICER.– The Area youth programs officer (AYPO) is responsible for creating an awareness among organized youth groups of the career opportunities available through voluntary service in the Navy or Naval Reserve.

NAVY RECRUITING DISTRICT ORGANIZATION

As with any Navy command, the CO has total responsibility for the personnel, logistics, and mission of the organization. Figure 1-5 shows the district organizational structure.

Campus Liaison Officer

The campus liaison officer (CLO) is responsible for liaison with the minority college community to obtain minority officer accessions. The CLO also helps create awareness of Navy occupational and educational opportunities and promotes relations between Navy recruiters and minority prospects. CLOs should be minority faculty members of 2- or 4-year colleges or universities. They are commissioned officers in the Inactive Naval Reserve.

Recruiting District Assistance Council

RDAC members assist One-Navy recruiting by joining talents available in Navy-related organizations, the civilian community, and the Naval Reserve. They provide direct referrals, help increase Navy awareness, provide inroads to centers of influence (COIs), and assist in promotion and support of special events and local media access. The RDAC chairman reports to the NRD CO and maintains liaison with the national RDAC

coordinator and program manager, as well as the Area RDAC chairman (if assigned).

Executive Officer

In addition to acting as the CO in his or her absence, the executive officer (XO) provides for the effective use of district personnel and coordinates all headquarters analysis efforts.

EDUCATION SPECIALIST.– The education specialist (EDSPEC) conducts liaison with civilian education and manpower officials, organizes educator orientation visits (EOVs), and serves as district STEAM coordinator. The EDSPEC gathers, analyzes, and maintains educational marketing data; coordinates marketing, scheduling, and results of Armed Services Vocational Aptitude Battery (ASVAB) testing; and administers American College Test (ACT) tests. When designated in writing, the EDSPEC conducts Nuclear Field (NF) and Defense Language Aptitude Battery (DLAB) testing.

OFFICER IN CHARGE, "A" STATION.– There are only two actual "A" Stations, one located in Honolulu, Hawaii, and one in San Juan, Puerto Rico. The officer in charge (OIC) organizes and supervises the efforts of the personnel assigned to the class "A" station to ensure the proper and efficient processing of applicants. The OIC ensures the attainment of enlisted recruiting goals through the supervision of assigned personnel and application of resources. The OIC of a class "A" station acts as both EPO and DNRPS for those assigned.

OFFICER PROGRAMS OFFICER.– The officer programs officer (OPO) is the department head for the officer programs department, responsible for all officer recruiting goals. The OPO department includes the district minority recruiting coordinator (DMRC), officer recruiters (ORs), officer processing division supervisor (OPDS), officer processing assistant (OPA), and the medical programs petty officer (MPPO).

LEADS TRACKING CENTER SUPERVISOR.– The local effective accession delivery system (LEADS) tracking center supervisor (LTCS) supervises the generation of leads through newspaper advertising and direct mail. The LTCS processes and tracks local and national leads.
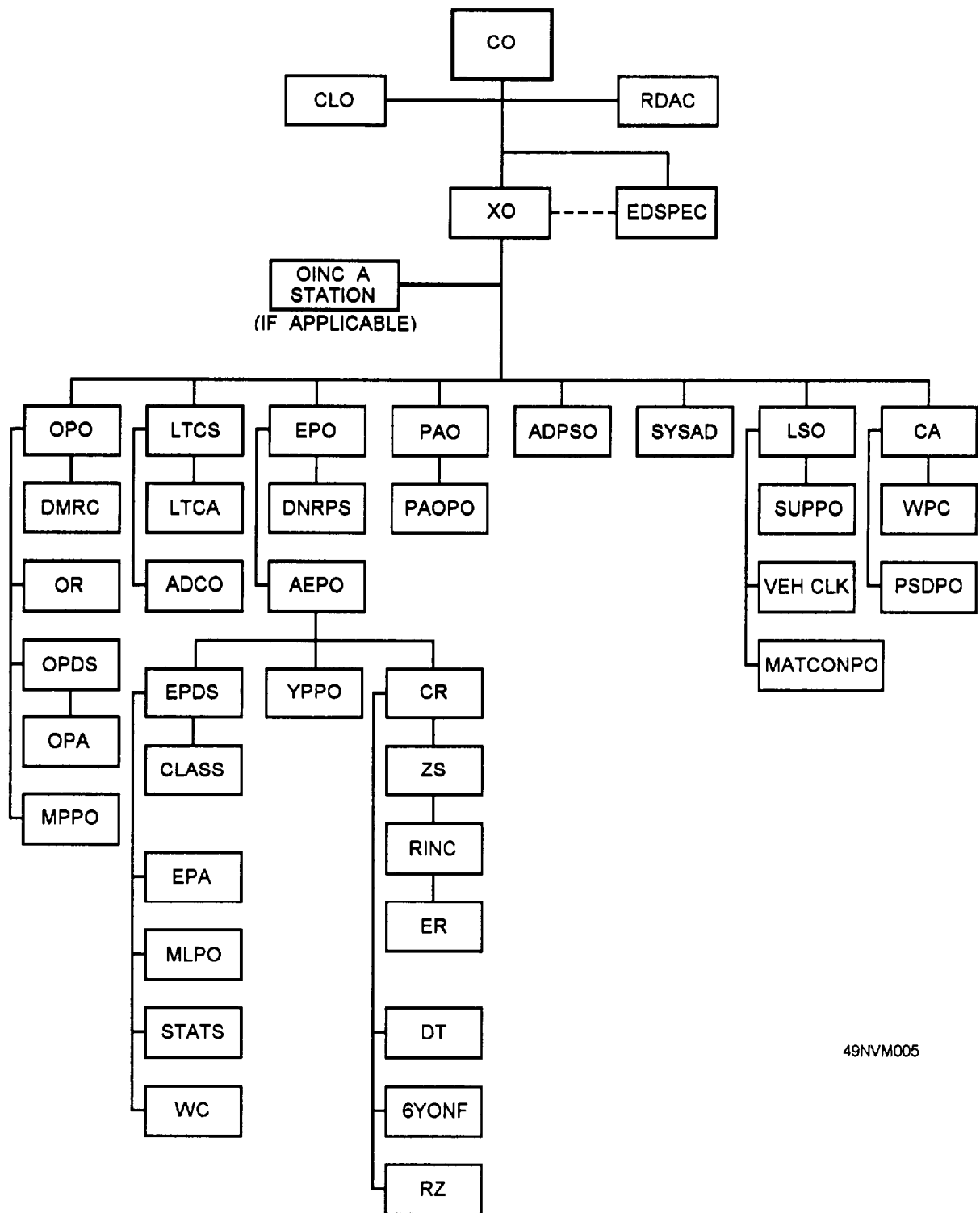
Figure 1-5.–Navy recruiting district organizational chart.

LEADS Tracking Center Assistant.– The LEADS tracking center assistant (LTCA) assists the LTCS in processing and tracking leads.

LEADS Tracking Center Advertising Coordinator.– The LEADS tracking center advertising coordinator (ADCO), normally a GS-5, GS-6, or GS-7, provides technical support to the LTCS on all advertising matters. The ADCO prepares local advertising copy, researches market coverage, rates cost-effectiveness, and places all advertising.

ENLISTED PROGRAMS OFFICER.– The EPO, department head for the enlisted programs department, ensures attainment of enlisted recruiting goals. Some NRDs may also have an AEPO.

Director, Navy Recruiting Processing Station.– The DNRPS organizes and supervises the efforts of the support personnel assigned to the processing station to ensure the efficient and proper processing of applicants for enlistment in the United States Navy.

Enlisted Processing Division Supervisor.– The EPDS manages and supervises the processing of qualified applicants for enlistment in the U.S. Navy.

● Classifier. The classifier counsels all applicants on Navy options available based on personal qualifications. The classifier uses the Personalized Recruiting for Immediate or Delayed Enlistment (PRIDE) system to reserve school seats and coordinates the placement of applicants in enlistment programs to meet district goals.

● Enlisted processing assistant. The enlisted processing assistant (EPA) reviews preenlistment kits, associated paper work, and processes applicants for enlistment.

● Military entrance and processing station (MEPS) liaison petty officer. The MEPS liaison petty officer (MLPO) coordinates prequalification processing and is the final quality control checkpoint of applicants before acual enlistment/reenlistment.

● Enlisted programs statistician. The statistician (STATS) assists the EPO, ensuring proper collection, evaluation, and administration of data and statistics.

● Waiver coordinator. The waiver coordinator (WC) is responsible for the quality control, review, tracking, and processing of all applicant waivers for the EPO department.

Youth Programs Petty Officer.– The youth programs petty officer (YPPO) coordinates and assists recruiters in liaisoning with youths in the 15- to 17-year-old age group to develop awareness and improve recruiting.

Chief Recruiter.– The CR trains the ZSs, DTs, delayed entry program (DEP) coordinator, and special program recruiters. The CR manages, supervises, and coordinates the use of all NRD resources, training, and systems to attain enlisted goals. The CR is the primary advisor to the CO in enlisted recruiting matters.

● Zone supervisor. The ZS trains RINCs and helps the RINCs in training zone personnel, as required. The ZS supervises, manages, and coordinates the use of all zone resources to provide qualified applicants for enlistment into the U.S. Navy.

● Recruiter-in-charge. The RINC trains the recruiters assigned to the NRS. Through leadership, the RINC provides supervision of NRS resources to provide qualified applicants for enlistment into the U.S. Navy.

● Enlisted recruiters. The enlisted recruiters (ERs) provide qualified applicants for enlistment into the U.S. Navy.

● District trainer. The DT is responsible for developing and carrying out a comprehensive and vigorous enlisted field training program on a districtwide basis. The DT provides one-on-one OJT to ERs to improve prospecting, sales, and processing techniques.

● 6-year obligor/nuclear field (NUC) recruiter (6YONF). The 6YONF manages and coordinates the use of Navy recruiting resources to provide qualified applicants for all 6-year obligor and nuclear field programs.

● R/Z recruiter. The R/Z recruiter manages and coordinates the use of Navy recruiting resources to provide qualified applicants for all prior service programs.

PUBLIC AFFAIRS OFFICER.– The public affairs officer (PAO) is the principal advisor to the CO on all public affairs activities and media relations. The PAO ensures DEP and newly reported personnel news releases are prepared and submitted. The PAO also advises on the proper use of Navy bands, vans, and exhibits, and liaisons with Navy information offices.

SYSTEMS ADMINISTRATOR.– The systems administrator (SYSAD) ensures the efficient and proper use of all microcomputer equipment and software.

ADP SECURITY OFFICER.– The ADP security officer (ADPSO) plans, implements, and monitors the command ADP security program to ensure an adequate level of protection for the activity's hardware, software, and data.

LOGISTICS SUPPORT OFFICER.– The logistics support officer (LSO), normally an officer or a Storekeeper (E-7 or above), is responsible for all regulations concerning procurement and use of government funds. The LSO ensures the efficient operation of the logistics support department.

Supply Petty Officer.– The supply petty officer (SUPPO) assists in providing logistical and material support to the NRD; maintains custody records and the NRD imprest funds; issues government transportation requests (GTRs) and meal tickets; supervises compilation of the NRD financial plan, accounting records, purchase orders, vehicle use and maintenance records, and property records.

Vehicle Clerk.– The vehicle clerk (VEH CLK) maintains records and prepares reports associated with vehicle use, monitors preventive maintenance of assigned vehicles, maintains liaison with the Government Services Agency (GSA) vehicle motor pool, and recommends vehicle assignment.

Material Control Petty Officer.– The material control petty officer (MATCONPO) receives, issues, and maintains inventories of general supplies and printed and audio recruiting aids materials.

CHIEF ADMINISTRATOR.– The chief administrator (CA), as the department head for the administrative/ personnel department, is responsible for incoming and outgoing correspondence, personnel support detachment (PSD) coordination, and word processing.

Word Processing Clerk.– The word processing clerk (WPC) employs the complete capabilities of word processing equipment and techniques in support of administrative functions. The WPC also advises other NRD personnel on word processing capabilities.

Personnel Support Detachment Petty Officer.– The personnel support detachment petty officer (PSDPO) provides liaison with the PSD for headquarters and field personnel.